

FACT SHEET

SUBJECT: The 1997 Performance Improvement Criteria

BACKGROUND

- oo On 28 October, the National Institute for Standards and Technology(NIST), Department of Commerce released the latest version of the Malcolm Baldrige Criteria for Performance Excellence. Shortly thereafter, DLA published the 1997 DLA Performance Improvement Criteria.
- oo Much like the transition from the 1994 Criteria to the 1995 Criteria, the APPEARANCE of the Criteria has changed. And ... as in 1995, this appearance has fueled concerns, rumors, and discussion.

BOTTOM LINE

- oo The Criteria as currently written is an improvement, and reflects lessons learned over the last two years. It clearly puts more focus on PERFORMANCE and BUSINESS RESULTS. In fact, the title itself shows emphasis on the performance excellence aspect of the criteria. Therefore, concerns expressed over the need for a transition program are without basis. In the coming months, it will not matter whether an organization used the 96 Criteria or the 97 Criteria. As to substance, they are identical and the assessment team will have not trouble evaluating either.

ADDITIONAL DETAIL

- oo CATEGORIES DON'T CHANGE. The Criteria has been written using the same Categories, only arranged in a more logical manner ... placing LEADERSHIP at the front and BUSINESS RESULTS at the end.
- oo SIMPLIFIED READING. Where ever possible, straight forward English language is utilized. The number of items has been reduced from 24 to 20 and the number of areas to address has been reduced from 52 to 30. Additionally, the number of item notes has been reduced form 114 to 45.
- oo MORE INTEGRATED: There is increased emphasis on the linkage between approach and deployment. Greater emphasis is placed on organizational learning to support continuous improvement in a change environment.

- oo **MORE EMPHASIS:** Clearly the combination of all results areas and items into one RESULTS category is a reflection that high performing organizations do in fact produce results in terms of EFFICIENCY of business operations and EFFECTIVENESS of customer and market activities. Additional emphasis is also placed on the fact that organizations must focus on the realities of target markets, market share, and competition. Even the category has been renamed Customer and MARKET Focus. (Note: 160 of the 200 point increase in RESULTS weighting is the result of moving the old category 7.4 into the results category.

1996 Criteria			1997 Criteria		
Category	Description	Weight	Category	Description	Weight
1	Leadership	90	1	Leadership	110
2	Information & Analysis	75	4	Information & Analysis	80
3	Strategic Planning	55	2	Strategic Planning	80
4	Human Resource Development & Management	140	5	Human Resource Development & Management	100
5	Process Management	140	6	Process Management	100
6	Business Results	250	7	Business Results	450
7	Customer Focus & Satisfaction	250	3	Customer Focus & Satisfaction	80